



**United States
Department of Energy
Office of Employee Concerns
Employee Concerns Program
Activity Report
1999**

Reader's Guide to the 1999 Employee Concerns Activities Report

This is the fourth year for which the Department of Energy (DOE) Office of Employee Concerns (OEC) has prepared a report on the DOE Employee Concerns Program (ECP) activities. The report is intended to provide an overview of DOE's ECP activities and the progress made in carrying out the goals of those programs during Calendar Year (CY) 1999. The Office of Employee Concerns has enhanced the collection of data throughout the DOE complex to include information regarding the rate concerns were substantiated, and comparisons between the ages of open concerns at the end of CY 1996 and 1999.

Section I of the 1999 Employee Concerns Activity Report offers an overview of the DOE program activities, including program goals and scope, significant accomplishments by headquarters and field elements of the program, the development of a DOE employee concerns tracking system, and future actions. Section II has been divided into two subsections: A. 1999 Employee Concerns Activity Levels, which provides the summary of data collected; and B, 1996-1999 Employee Concerns Program Trends, which compares certain employee concerns program data for the past four years. Section III describes future actions planned by the Headquarters Office of Employee Concerns. As we have in the previous reports, Appendix A lists the DOE employee concerns contacts and Appendix B lists the DOE Operations and field offices and the facilities under their respective jurisdictions.

I trust you will find the report informative and insightful. The Office of Employee Concerns is dedicated to making the Department's commitment to "zero tolerance of reprisal" to whistleblowers a reality. To this end, we have contracted with the National Academy of Public Administration (NAPA) to conduct a survey at our major field sites in 1999 to obtain feedback from employees who have used the ECP. NAPA's findings will enable us to ascertain if the Department is following through on its "zero tolerance" pledge.

While the OEC aims to continually improve our process, we are heartened by the consistency of our success rate, as borne out by the data collected in this report, as well as its predecessors in 1996 through 1998. Specifically, the Department continues to successfully resolve employee concerns at an approximate 80% rate, and the majority of the cases resolved are handled within three months.

This is not to say there are no challenges ahead. While the 1999 percentage of "open" cases for more than six months continues to go down, it is still higher than I would like (19%). In addition, efforts are underway to improve the coordination between OEC and other DOE offices that have responsibilities in the area of employee issues, including the Office of Environment, Safety, and Health (EH), the Office of Management and Administration, and the Office of Hearings and Appeals (OHA). Further, we intend to keep working closely with the Office of Alternative Dispute Resolution (ODR) and encouraging our Employee Concerns Managers to identify and refer appropriate cases to that office for mediation.

If there are any questions or comments you may have regarding this report, please do not hesitate to contact your ECP contact listed in Appendix A. I would particularly like to thank Dianne Saylor of the Savannah River Employee Concerns Office and Sara Rhoades, the Employee Concerns Manager at the Nevada Operations Office, for their invaluable work in making this report a reality. On behalf of the Employee Concerns Managers throughout the DOE complex, let me assure our readers that we are here to serve you.

William A. Lewis, Jr.
Director, Office of Employee Concerns

"I want to stress to all our employees that, when they feel there's a problem – something is bothering them or something is not right – they have a right to speak up, to raise concerns, and to expect that those concerns will be heard, considered, and fairly addressed, without retaliation. That's just good management."

Secretary of Energy Bill Richardson

Section I. OVERVIEW

➤ Introduction

Secretary of Energy Bill Richardson has made it clear that it is the policy of DOE that employees have the right and responsibility to report concerns relating to the environment, safety, and health (ES&H), security, or management of DOE operations. Employees also have the right to receive a timely investigation and resolution of their concerns and protection from reprisal or intimidation as a result of reporting their concerns.

One of the primary missions of the HQ OEC is to fulfill the Secretary's commitment to create an environment where employees are free to raise concerns without the fear of reprisal or retaliation. This is accomplished by providing the necessary leadership, policy guidance, and assistance to operations and field office ECPs throughout DOE. The ECPs have continued to operate in a consistent manner that strives to ensure that employee concerns are addressed in a full, fair, and timely manner, while involving management and the employees in the resolution process to the maximum extent possible.

➤ Employee Concerns Program Activities

The Headquarters Office of Employee Concerns. The third full year of operation of OEC saw the Office reaching completion of several critical tasks. Perhaps most significant was the near completion by the National Academy of Public Administration (NAPA) of its pilot program for "old" (pre-April 1991) whistleblower reprisal complaints. After an exhaustive four month outreach program to the whistleblower community, including representatives and attorneys who represent whistleblowers, and throughout DOE, only a handful of cases were submitted to NAPA. Applying the applicable criteria of the pilot program: (1) contemporaneous documentary evidence that environmental, safety, health and site security issues were raised, and evidence of reprisal; and (2) no prior settlements or determinations from another adjudicative or judicial body on the merits of the complaint, only one case met these standards.

A noted mediator was retained to facilitate resolution of this 1991 case, but mediation ultimately proved unsuccessful between the subcontractor and the employee. NAPA subsequently closed out its pilot program study. [A report to the Deputy Director of the Office of Employee Concerns was delivered in Spring 2000.] The completion of this "old" whistleblower pilot program was important also because it represented the completion of the original charge when the OEC was established as part of a Secretarial Initiative in September 1996.

A second major initiative in 1999 was the improvement of the Office of Employee Concerns website. Although the current web page has a wealth of helpful material – including DOE Order 442.1, *Employee Concerns Program*, and DOE Guide 442.1-1, *Employee Concerns Program Guide*, the website is not as accessible as it could be. It is generally reached after going to the DOE Home Page and clicking onto DOE organizations, where it can be accessed under the Office of Economic Impact & Diversity (our parent office). Needless to say, this makes it difficult for an individual trying to find the OEC because many employees would not necessarily know what organization OEC is a part of. The new proposed web page, in addition to providing easier access for employees, will also instruct how concerns can be filed on-line. These improvements should be finalized in 2000.

In 1999, OEC conducted two conferences with the field element ECP Managers. At each conference, ECP managers presented an overview of their respective ECP programs, as well as their successes, best practices, and challenges, and our roundtable discussions included insightful recommendations for program improvement. The conferences also included presentations from a diverse of guest speakers, whose programs and/or activities have an impact on employee programs. Speakers from DOE included the newly-appointed National Ombudsman, the Director of the Department's Alternative Dispute Resolution (ADR) Program, and representatives from the Office of Environment, Safety and Health on safety and health issues, and the Office of Hearings and Appeals on the contractor employee protection program, which was transferred from the Office of the Inspector General in 1999. The managers were given a half day of mediation training by private practitioners and heard other speakers from outside the Department, including NAPA on the survey and pilot program, and our website vendor, Performance Plus, Inc.

In past years, our guest speakers have included representatives from GAP, the U.S. Office of Special Counsel (OSC), the Department of Labor's Office of Administrative Law Judges, an attorney who represents whistleblowers and who is a member of the Hanford Joint Council, a member of DOE's Office of Field Management (FM), who gave a presentation on the Facility Representative Program, and a representative of EH, who discussed the DOE Federal Employees Occupational Safety and Health (FEOSH) program.

➤ **Employee Concern Program Tracking System**

With the Nevada and Savannah River ECP managers taking the lead, a revised tracking spreadsheet was developed for use in the collection and consolidation of 1998 data. The new design includes cross-checking of data and additional instructional material that results in consistent data report, while at the same time reducing the amount of time the forms will require for completion.

➤ **Field Employee Concerns Activities**

Operations and field ECPs achieved a number of successes in 1999. As indicated in the data in Section II, operations and field office ECPs continued to close out approximately 80 percent of the concerns on hand during the year, although this year's figure of 78% was below the 83% levels of 1997 and 1998. It should be noted that 47 percent of concerns that were subject to review were fully or partially substantiated. As in previous years, most concerns were resolved through the action of the ECP offices, often working in conjunction with appropriate DOE program offices at the sites.

The following examples of situations handled by field element ECP offices reflect many of the key elements of a successful ECP: employees first worked within existing systems, the DOE ECPs were available where concerns had not been fully resolved, and DOE ECP personnel, working with DOE and contractor personnel, took steps to identify and resolve the concerns and ensure that health and safety issues were fully reviewed.

A contractor employee reported a possible imminent danger situation to the field element ECP. The employee had previously been involved in an incident in which she had accidentally backed her truck over the base of a light post that had been blown down in heavy winds. At the time of the accident, it was determined that the wires in the base were "live" and carried 440 volts of electricity. Had the wires made contact with the bumper of her truck, a fatality could have occurred. The employee contacted the ECP because she believed that the wires were still exposed.

Due to the potential of imminent danger, the concern was elevated to senior management, who initiated an immediate inspection of the site and found that, while the electrical leads were not easily accessible, they were exposed to the weather, visible, and potentially could come into contact with personnel. The contractor repaired the problem and completed an improved protection of the wiring by close of business the same day the concern was reported.

This concern, which was substantiated as a hazardous condition, was acted upon swiftly by the ECP. Upon notification of the condition, management immediately went to the site of the hazard. The contractor not only accomplished an immediate fix of the hazard, but visited other similar locations on site to determine if the same hazard existed there. ECP personnel kept the complainant informed at every step throughout the process. The manner in which this concern was addressed sent a positive message to site employees that the ECP takes safety concerns seriously and takes appropriate action to ensure that they are handled accordingly.

In another example, a concern was submitted to the field element ECP by an employee of the management and operations (M&O) contractor. The 62 allegations submitted by the employee focused on ES&H issues and procedural violations that had allegedly been reported to contractor management without resolution. The employee also alleged that she had been retaliated against as a result of raising those concerns. The field element ECP worked with the contractor ECP, as well as field element and contractor management, to investigate and resolve the concern. The 116-page investigation report substantiated numerous violations of radiological safety procedures, conduct of operations procedures, and personnel safety procedures, as well as retaliation against the concerned employee. A comprehensive corrective action plan was developed and implemented. In addition, ECP personnel worked with the contractor management and the employee to fashion a resolution to the reprisal complaint that was satisfactory to both parties.

In this instance, the concerned employee had attempted to get her concerns addressed by going through her management, but turned to the ECP when that was unsuccessful. Personnel from the field element ECP worked closely with the contractor to properly investigate the allegations and make recommendations for an appropriate path forward. Numerous problems that had been occurring over an extended period of time, including verified retaliation against the concerned employee, were

successfully addressed. The nature and seriousness of many of the identified problems brought needed attention from senior management, who ensured that specific and programmatic improvements were implemented.

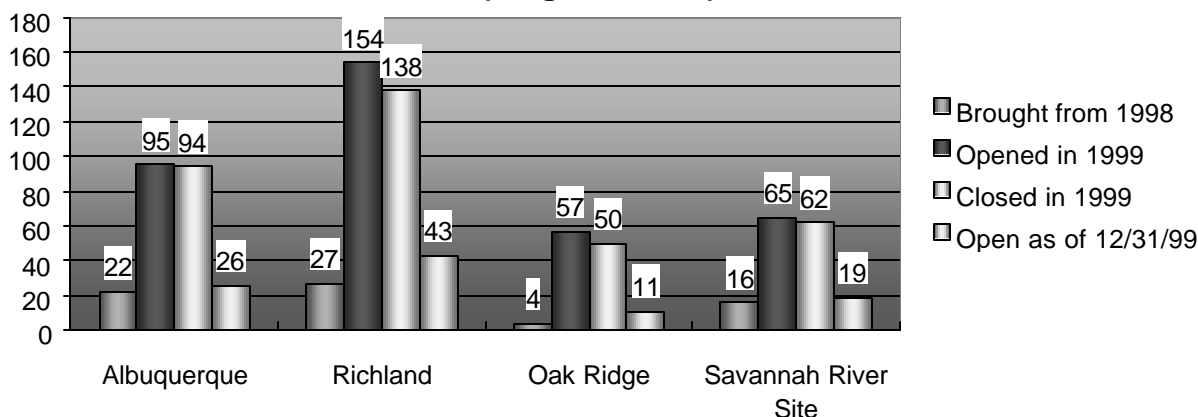
Section II. EMPLOYEE CONCERNS PROGRAM STATISTICAL DATA

A. 1999 Employee Concerns Activity Levels

Receipt and Disposition. The data collected reflects concerns filed with the DOE operations and field ECP offices for CY 1999. It does not contain data relating to concerns, allegations, or complaints filed directly by employees with appropriate offices, such as the Office of Inspector General, civil rights offices, the Office of Environment, Safety and Health representatives, or through contractor employee concerns or grievances procedures.

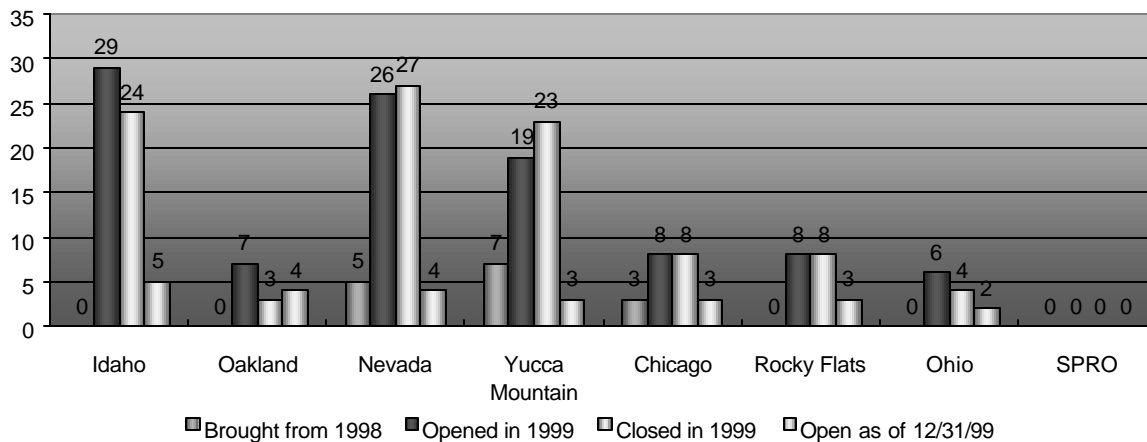
The DOE ECP offices started 1999 with a total of 84 concerns that had not been closed out in 1998. During 1999, a total of 474 new concerns were opened and six previously closed concerns were reopened. The DOE ECP offices processed 441 concerns, leaving 123 open at the end of CY 1999. The charts below show the employee concerns activities at the major DOE field elements with respect to the processing of employee concerns in 1998. The figures for "Open" concerns refer to concerns that were either newly opened in 1999 or reopened in 1999.

**Figure 1. Disposition of Concerns by Field Element
(Larger Offices)**



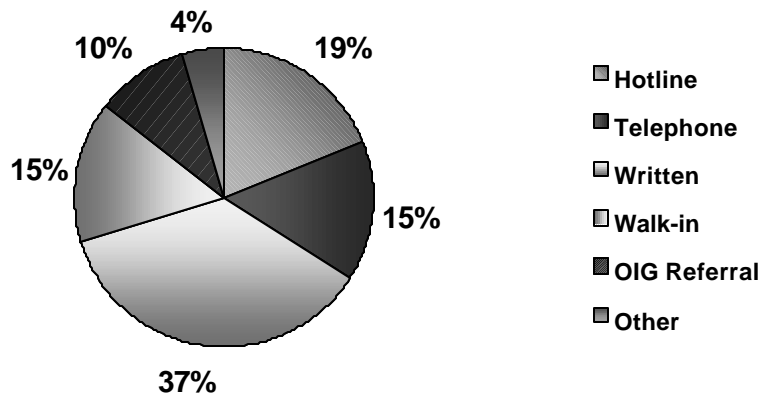
All of the DOE ECP managers routinely meet with contractor ECP representatives and coordinate efforts to resolve concerns at the lowest level possible. In addition, a variety of dispute resolution processes have been instituted by DOE and contractors, including ombudsperson programs, training a cadre of mediators, and joint labor-management partnerships for the resolution of issues. This success of these programs is helping to meet one of the primary goals of the DOE employee concerns program – to improve the responsiveness of management to concerns raised by their employees.

**Figure 2. Disposition of Concerns by Field Element
(Smaller Offices)**



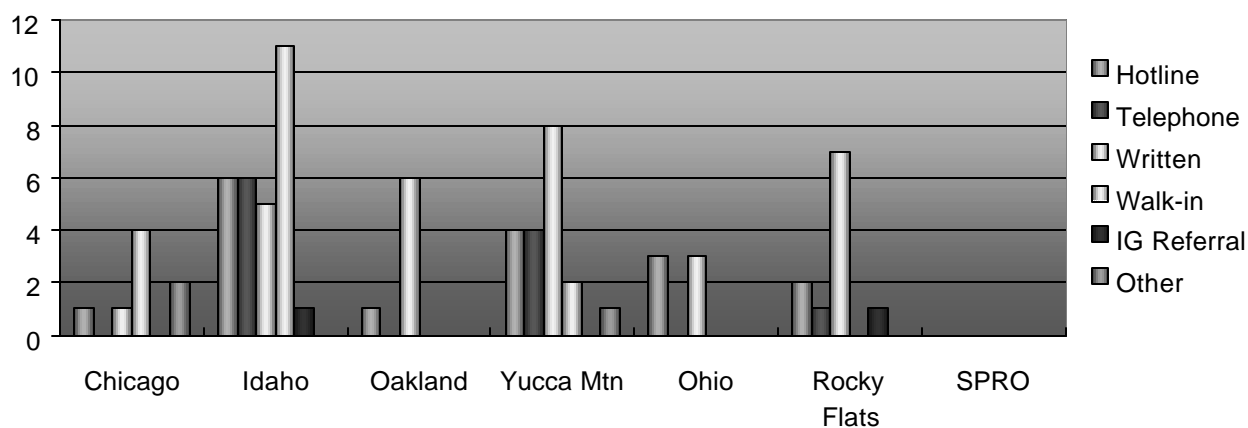
Sources of Concerns. The means by which concerns were brought to the attention of employee concerns offices differed among the offices. Overall, the methods by which concerns were submitted to the ECPs included written submissions (173; 37%), hotline calls (90; 19%), telephone calls (74; 15%), walk-ins (73; 15%), and referrals from the OIG (49; 10%). The remaining 21 concerns (4%) were received from other DOE offices, Federal or state agencies, or other miscellaneous sources.

Figure 3. Sources of Concerns (All Offices)

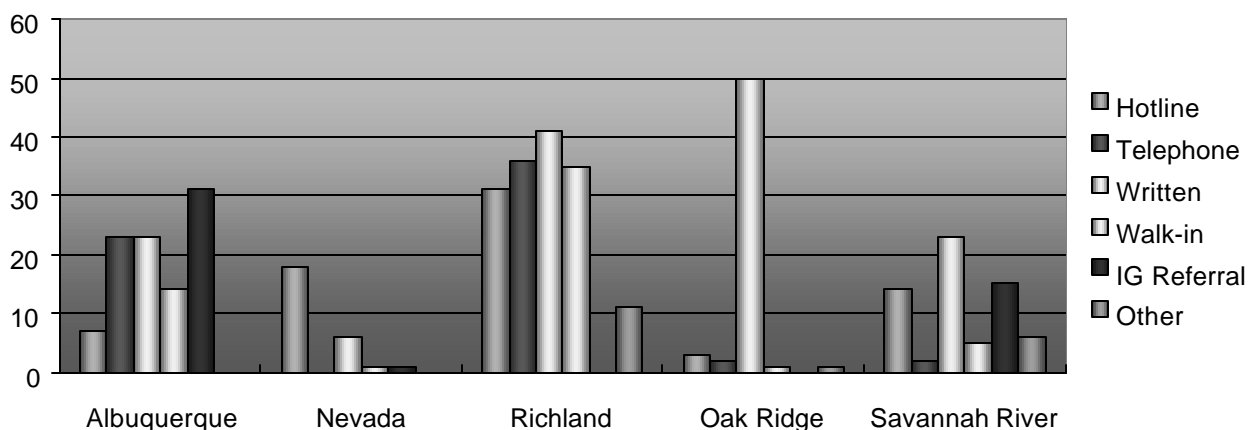


Written concerns were the most prevalent method used in Oakland, Richland, Yucca Mountain, Oak Ridge, Savannah River Site, Rocky Flats, and Ohio. In Nevada, the preference was the hotline. Walk-ins were the most prevalent method used in Idaho and Chicago. Albuquerque's largest source of concerns was referrals from the OIG. It should be noted that Albuquerque and Savannah River received the majority of the referrals from the OIG, accounting for 46 of the 49 in that category. Referrals from the OIG were also processed by Idaho, Nevada, and Rocky Flats (one each).

**Figure 4. Sources of Concerns
(Smaller Offices)**



**Figure 5. Sources of Concerns
(Larger Offices)**

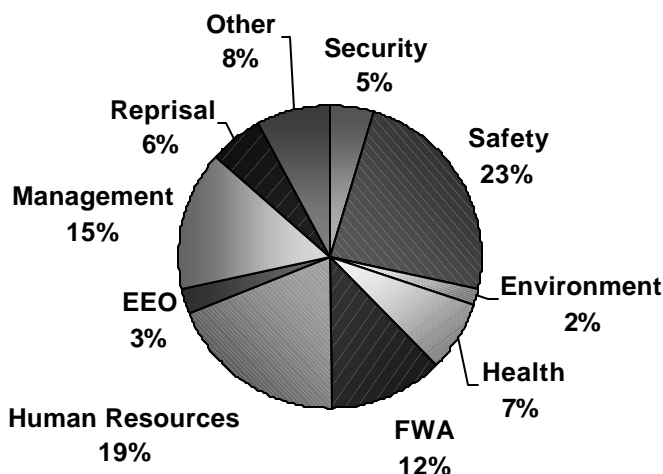


Subject Matter of Concerns. Four categories accounted for 333 of the 480 concerns, or 69 percent, of the new concerns. These categories were: safety (112); human resources (93); management/mismanagement (71); and fraud, waste, and abuse (57). Some examples of the types of concerns that are included in these four categories:

- ❖ Safety - hoisting and rigging, training, protective equipment, lockout/tagout, fire equipment, fire department, ambulance, fires, and Price Anderson Amendment Act violations.

- ❖ Human Resources - union relations, employee assistance program, Merit Systems Protection Board cases, personal grievance, contractor relations, policies/ procedures, staffing, hiring, termination, workforce restructuring/downsizing, awards/appraisals, promotion, selection, position qualification, overtime, and training.
- ❖ Management/Mismanagement - re-engineering, policies and procedures, smoking, standard of conduct, reprisal, and ethics.
- ❖ Fraud, Waste, and Abuse - theft, gross inefficiency, abuse, authority/ responsibility, destruction of Government property, misuse of Government vehicle, and misrepresentation.

Figure 6. Categories of Concerns Received

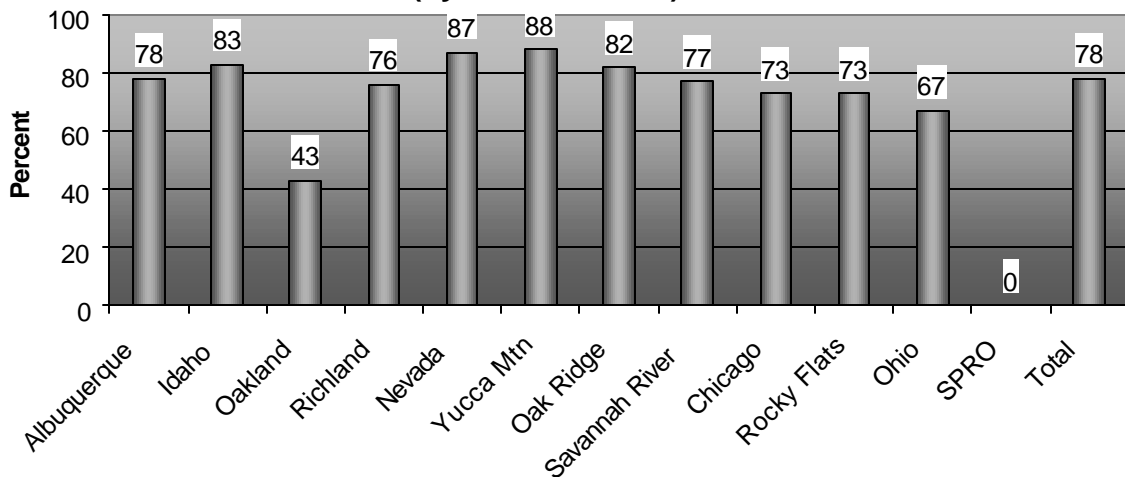


In 1999, as in 1998, safety concerns remained the largest category, at 23 percent of the total, and concerns in the area of human resources increased from 15 percent in 1998 to 19 percent. Management/mismanagement concerns decreased from 17 to 15 percent and fraud, waste, and abuse concerns also went from 13 to 12 percent.

Closing Concerns. Concerns closed by employee concerns offices include those processed solely by the ECP offices, as well as those closed by the ECP offices after they had received evaluations of the concern from offices to which the concerns were referred. A concern is considered *closed by transfer* when it is sent to another office or organization that has primary responsibility for the subject matter of the concern. The statistics shown below distinguish between concerns transferred within DOE and those transferred to contractors. Although transferred concerns generally require no further action by ECP offices, they usually request information on actions taken where follow-up activities were necessary.

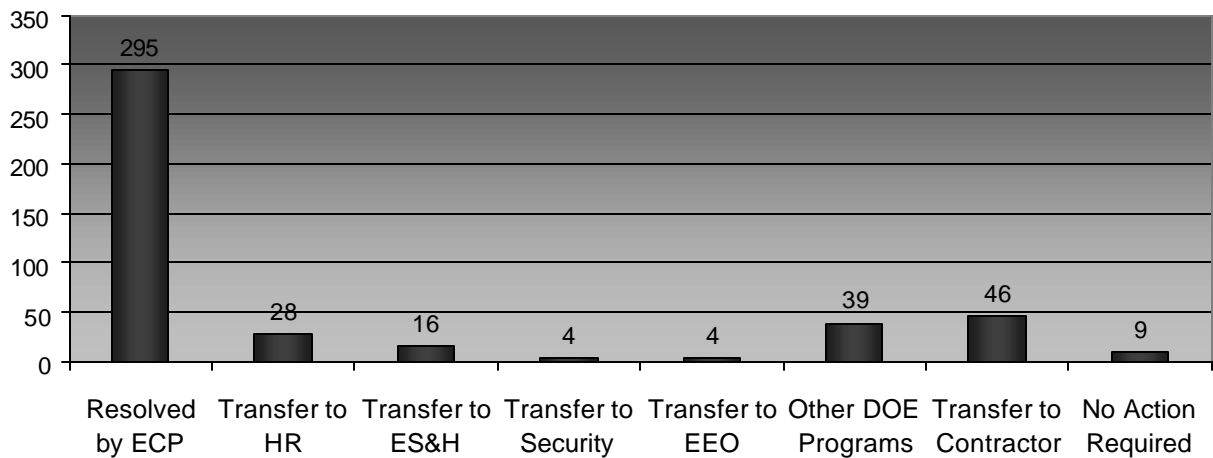
A total of 441 concerns were closed during 1999, 78 percent of all concerns open during the year compared to 83 percent in 1998. The chart below shows the percentage of concerns closed by field element ECPs, as well as the overall closure rate.

**Figure 7. Percentage of Concerns Closed
(by Field Element)**



As shown below, 295 concerns (67 percent of closed concerns) were resolved by the ECP offices, while 91 concerns (21 percent) were transferred to offices within DOE for resolution. Forty-six concerns (10 percent) were referred to contractors for resolution; 9 concerns (2 percent) required no action.

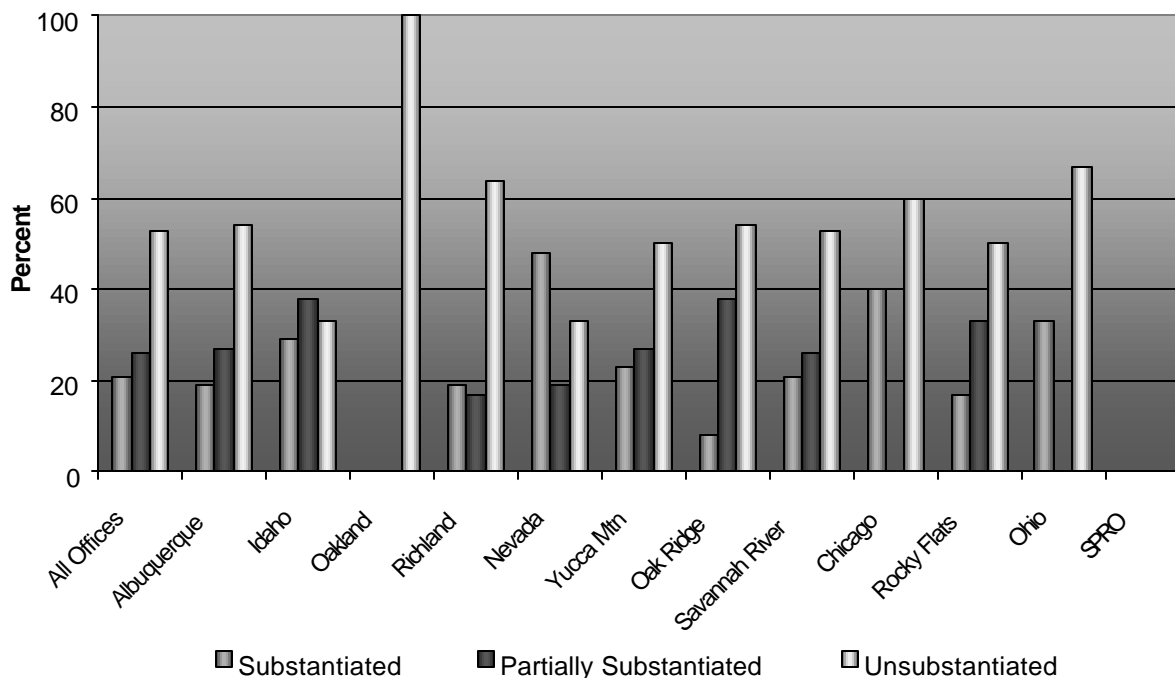
Figure 8. Disposition of Concerns



Level of Substantiation of Concerns. Beginning in 1997, data has been collected to show the extent to which concerns submitted were substantiated, i.e., the number of concerns that were found to be either fully or partially verified as to the merits of the issues presented by concerned employees. Four categories were available for reporting this data: substantiated, partially substantiated, unsubstantiated, or no review. In 1999, the latter category, which accounted for 27 percent of all concerns closed, primarily reflected concerns where the nature of the concern was not subject to factual substantiation or the concerns were outside of the jurisdiction of the ECPs. These concerns therefore were transferred to other offices and the outcomes were not tracked by the ECPs.

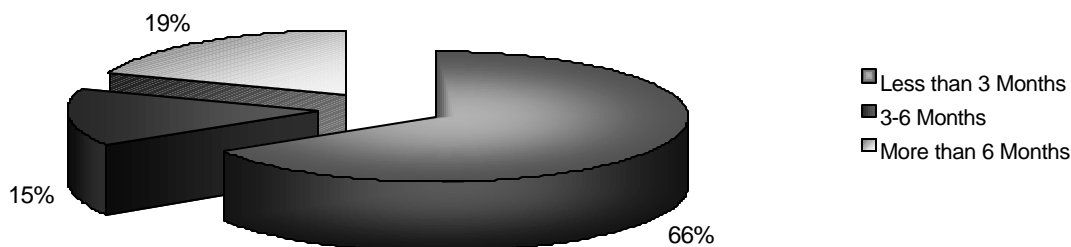
As shown in Figure 9, 47 percent of concerns that were subject to review were fully or partially substantiated. These figures are indicative of a process that is providing full and fair review of employee concerns. The substantiation rates for each field element ECP in 1999 are also shown below.

Figure 9. Rate of Substantiation



Age of Open Concerns. Data has been collected to reflect the age of concerns that remained open at the end of 1999. Of the 123 concerns that remained open at the end of 1999 throughout the DOE employee concerns complex, 81 (66 percent) had been open less than three months, 18 (15 percent) had been open between three and six months, and 24 (19 percent) had been open more than six months. A review of the concerns that have been pending for more than six months indicated that many are concerns that were referred to ECP offices by the Office of the Inspector General or involved issues that, by their nature, require more time to investigate and close.

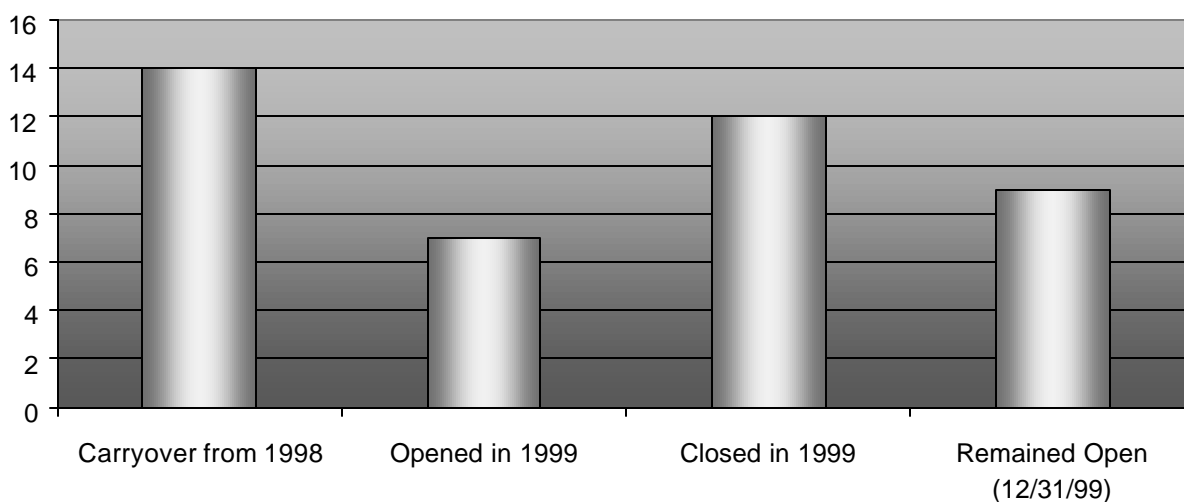
Figure 10. Age of Concerns



Status of Complaints Filed Under the Department's Contractor Employee Protection Program.

The statistics above do not include whistleblower complaints filed by contractor employees with DOE pursuant to the Department's Contractor Employee Protection Program found in Part 708 of Title 10, Code of Federal Regulations. As of April 14, 1999, the Office of Hearings and Appeals assumed jurisdiction over Part 708 under revised regulations, published in the Federal Register on March 15, 1999. Most of the ECP offices do, however, have responsibility for initial processing and seeking informal resolution of the concerns as the first step of complaint processing. Fourteen complaints were carried over from 1998 and seven new complaints were received in 1999. Twelve complaints were closed during 1999, leaving nine complaints open at the end of CY 1999.

Figure 11. Reprisal Complaints

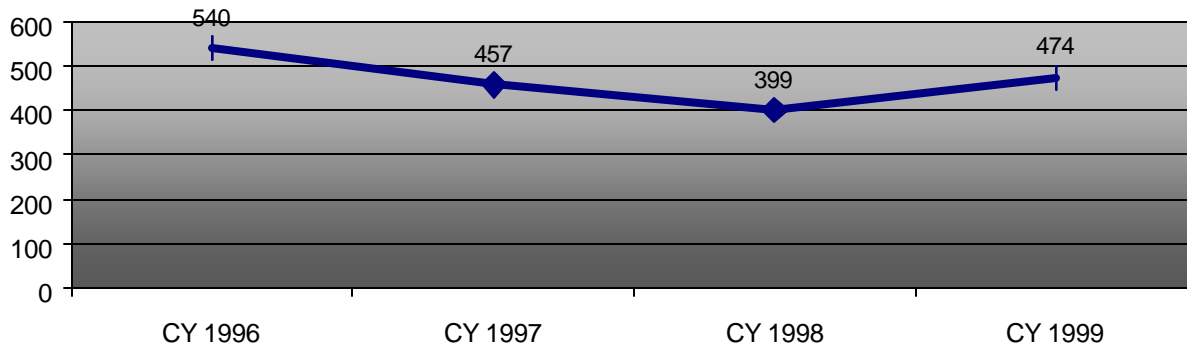


B. 1996-1999 Employee Concerns Program Trends

Since the Office of Employee Concerns has been tracking this data complex-wide for nearly four years, this year's ECP Activity Report can review trends over this period, which provides some interesting insights. Three areas are of interest in terms of trends that have appeared. These areas are (1) the number of concerns filed, (2) the subject matter of concerns filed, and (3) whether the concerns have been processed in a timely manner.

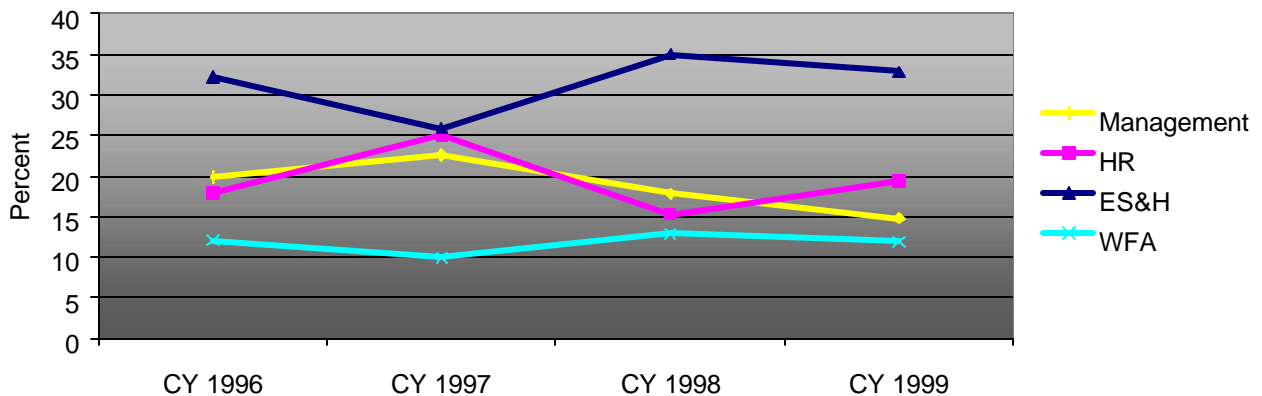
Number of Concerns Filed. The number of new concerns opened by the DOE ECP offices in 1999 was 75 more than were opened in 1998, reversing a downward trend in previous years. The chart below reflects the trend since 1996.

Figure 12. Number of Concerns Filed



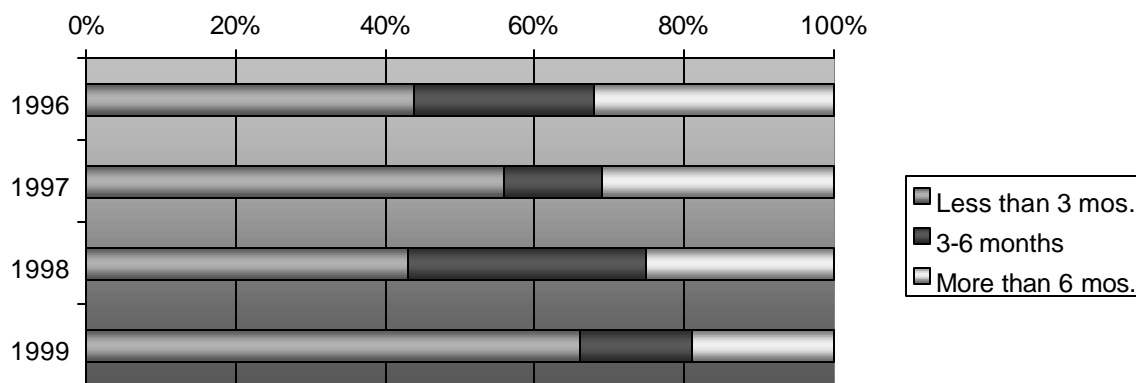
Primary Subject Matters of Concerns. In 1999, concerns in the area of management decreased to 14.8 percent of all new concerns, continuing a downward trend since 1997. Human Resource (HR) concerns became a larger portion of new concerns, increasing by 26 percent over 1998, possibly due to increasing questions over potential lay-offs. ES&H concerns remained the largest category, although there was a slight decrease percentage wise, going from 35 percent of all new concerns in 1998 to 32.9 percent in 1999. The actual number of ES&H concerns, however, increased from 139 in 1998 to 158 in 1999. Waste, fraud, and abuse concerns have remained fairly consistent over the 4-year period ranging from 10-12 percent of all new concerns.

Figure 13. Comparison of Major Concern Categories



Age of Open Concerns: 1996-1999. The total number of cases that have remained open at the end of the calendar year have declined each year for which statistics have been collected. In 1996 through 1998, the percentage of concerns that remained open at the end of the year that were more than six months old were 31.6 percent, 32 percent, and 25 percent, respectively. At the end of 1999, only 24 concerns, or 19 percent, had been pending for more than six months. A significant reduction in the number of concerns "open" for six months or longer has been a goal of the OEC, because concerns which are not promptly resolved within that time period tend to remain in the system for long periods of time, and the associated costs, for the agency as well as for the employee, are often very high.

Figure 14. Age of Open Concerns



Section III. FUTURE ACTIONS

1. Develop and administer, in conjunction with the National Academy of Public Administration, a survey to determine customer knowledge of and satisfaction with DOE ECPs.
2. Continue to train new ECP managers on the revised DOE EC data collection system.
3. Publicize on a national level the scope of the ECP, the availability of the ombudsman function, and the DOE ECP offices at the operations and field offices.
4. Assume responsibility for intake and informal resolution of HQ Part 708 complaints; provide for training of ECPs on new expanded Part 708 roles (e.g., jurisdiction, initial fact-finding).
5. Improve the Headquarters OEC Home Page to be more customer-friendly by making it easier to access and to provide the option of filing a concern on-line. The new website will also improve connections to the employee concerns program Order and Guide, as well as the home pages of the Office of Hearings and Appeals, Office of Dispute Resolution, Office of Inspector General, Office of Environment, Safety, and Health, and the Department of Labor.
6. Identify concerns that have been pending for more than six months and determine the reasons for the extended period of time the concerns have remained open; assist ECPs with the expeditious resolution of such concerns to the extent possible.
7. Continue to promote the use of various Alternative Dispute Resolution mechanisms, including Concerns Review Panels, Differing Professional Opinion (DPO) processes, mediation, and facilitation.
8. Establish criteria for success measures regarding ECPs.

9. Work with other DOE Program elements, including the Office of Environment, Safety and Health and the Secretary's Defense Nuclear Facilities Safety Board to define the role of DOE ECPs in the tracking of underlying safety issues.

APPENDIX A**Employee Concerns Program Contacts**

<u>Organization</u>	<u>Name</u>	<u>Telephone</u>	<u>FAX #</u>
<u>Headquarters</u>			
HQ-OEC	William A. Lewis, Jr.	(202) 586-4034	(202) 586-4924
Office of Dispute Resolution (GC-12)	Phyllis Hanfling	(202) 586-6972	(202) 586-7479
<u>Field</u>			
Albuquerque	Michelle De Varela	(505) 845-4935	(505) 845-4020
	Eva Glow Brownlow	(505) 845-5113	(505) 845-4020
	Lorraine Cano	(505) 845-4411	(505) 845-4020
Amarillo	Brenda Finley	(806) 477-3190	(806) 477-5894
Chicago	Lucy Borjas	(630) 252-2327	(630) 252-2919
Idaho	Rick Parks	(208) 526-1818	(208) 526-5964
Nevada	Sara Rhodes	(702) 295-7843	(702) 295-0134
Oak Ridge	Rufus Smith	(423) 576-4988	(423) 564-1939
Oakland	Jim Dorn	(510) 637-1808	(510) 637-2160
	Frances Ellingberg	(510) 637-1774	(510) 637-2160
Yucca Mountain (OCRWM)	Nancy Voltura	(702) 295-2652	(702) 295-2755
Ohio	Sandra Cramer	(937) 865-4389	(937) 865-4728
Richland	Julie Goeckner	(509) 376-1198	(509) 372-0998
Rocky Flats	Barbara Powers	(303) 966-3317	(303) 966-2212
Savannah River	Marcia Delmore	(803) 725-9578	(803) 725-5949
	Dianne Saylor	(803) 725-3745	(803) 725-5949

Operations and Field Office Facilities

Operations Office

Facilities

Albuquerque

Grand Junction Project Office, Grand Junction, CO
Inhalation Toxicology Research Int., Albuquerque, NM
Kansas City Plant, Kansas City, MO
Los Alamos National Laboratory, Los Alamos, NM
Pinellas Plant, Largo, FL
Pantex Plant, Amarillo, TX
Sandia National Laboratory, Albuquerque, NM
Waste Isolation Pilot Project, Carlsbad, NM

Chicago

Ames Laboratory, Ames, IA
Argonne National Laboratory-East, Argonne, IL
Argonne National Laboratory-West, Idaho Falls, ID
Brookhaven National Laboratory, Upton, NY
Environmental Measurement Laboratory, New York, NY
Fermi National Accelerator Laboratory, Batavia, NY
New Brunswick Laboratory, Argonne, IL
Princeton Plasma Physics Laboratory, Princeton, NJ

Idaho

Idaho Chemical Processing Plant, Idaho Falls, ID
Idaho National Engineering Laboratory, Idaho Falls, ID
INEL Research Center, Idaho Falls, ID
Radioactive Waste Management Complex, Idaho Falls, ID
SMC Project, Idaho Falls, ID
Test Area North, Idaho Falls, ID
Test Reactor Area, Idaho Falls, ID
Waste Reduction Operations Complex, Idaho Falls, ID

Nevada

Amador Valley Operations, Livermore, CA
Los Alamos Operations, Los Alamos, NM
Nevada Test Site, Nye County, NV
North Las Vegas Facilities, North Las Vegas, NV
Remote Sensory Laboratory, Las Vegas, NV
Washington Aerial Measurements, Andrews AFB, VA

Oak Ridge

K-25 Site, Oak Ridge, TN
Oak Ridge Institute of Science and Education, Oak Ridge, TN
Oak Ridge National Laboratory, Oak Ridge, TN
Paducah Gaseous Diffusion Plant, Paducah, KY

Operations and Field Office Facilities (cont'd)

Operations Office

Facilities

Oak Ridge (cont'd)

Portsmouth Gaseous diffusion Plant, Piketon, OH
Thomas Jefferson National Accelerator Facility,
Newport News, VA
Weldon Spring Site, St. Charles, MO
Y-12 Plant, Oak Ridge, TN

Oakland

Energy Technology Engineering Center, Canoga Park, CA
Ernest Orlando Lawrence Berkeley National Laboratory, Berkeley, CA
Lawrence Livermore National Laboratory, Livermore, CA
Stanford Linear Accelerator Center, Menlo Park, CA

Ohio

Ashtabula Environmental Management Project, Ashtabula, OH
Columbus Environmental Management Project, Dublin, OH
Fernald Environmental Management Project, Cincinnati, OH
Miamisburg Environmental Management Project, Miamisburg, OH
West Valley Demonstration Project, West Valley, NY

Richland

Hanford Site, Richland, WA
Pacific Northwest National Laboratory, Richland, WA

Rocky Flats

Rocky Flats Environmental Technology Site, Rocky Flats, CO

Savannah River

Savannah River Site